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**DEPARTMENT OF THE ARMY  
OFFICE OF THE ADJUTANT GENERAL  
WASHINGTON, D.C. 20310**



AD 510687

IN REPLY REFER TO

AGDA (M) (4 Aug 70)

FOR OT UT 701042

7 August 1970

SUBJECT: Operational Report - Lessons Learned, Headquarters, US  
Army Depot, Cam Ranh, Period Ending 31 January 1970 (U)

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2. Information contained in this report is provided to insure appropriate benefits in the future from lessons learned during current operations and may be adapted for use in developing training material.

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KENNETH G. WICKHAM  
Major General, USA  
The Adjutant General

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DEPARTMENT OF THE ARMY  
HEADQUARTERS US ARMY DEPOT CAM RANH  
APO 96312

AVCA CRB-D-MGT

12 February 1970

SUBJECT: Operational Report-- Lessons Learned, US Army Depot, Cam Ranh,  
Period Ending 31 January 1970, RCS CSFOR-65 (R2) (U)

THRU: Commanding Officer, US Army Support Command, Cam Ranh,  
ATTN: AVCA CR-GO-P, APO San Francisco 96312  
Commanding General, 1st Logistical Command,  
ATTN: AVCA GO-MH, APO San Francisco 96384  
Commanding General, US Army Vietnam,  
ATTN: AVHGC-DST, APO San Francisco 96375  
Commander-in-Chief, US Army Pacific,  
ATTN: GPOP-OT, APO San Francisco 96558

TO: Assistant Chief of Staff for Force Development,  
Department of the Army, Washington, D. C. 20310

## 1. Operations: Significant Activities.

a. On 20 October 1969 a Security, Plans and Operations office was established as a part of the Special Staff. The section was formed by utilizing some of the personnel slots from Troop Command which was dissolved when the depot was reorganized into two provisional battalions in October. The section became fully operational on 2 November 1969 with the mission of advising the Commanding Officer and Staff in matters concerning the section's mission, developing plans, keeping the Commanding Officer and Staff current on intelligence matters, acting as ground defense coordinator for sector IIC of Cam Ranh peninsula, monitoring subordinate unit's training, and maintaining liaison with appropriate counterparts in higher, adjacent, and subordinate units.

b. The Operations Battalion (Provisional) was formed on 4 October 1969 by General Orders Number 13, US Army Depot, Cam Ranh. The Depot had previously consisted of a Troop Command comprised of four companies, with over 500 enlisted men assigned to the companies. In order to establish better control, and to reduce the size of the companies, the depot was divided into two battalions, Operations and Support (Prov), with four companies in the former and three in the latter. The companies of Operations Battalion were organized so that personnel assigned to specific sections in the Directorate of Supply and Transportation would live in the same company. Personnel from within the duty sections were assigned as platoon leaders and platoon sergeants, thus, they had complete charge of their personnel in both the work area and the company area.

FOR OT UT  
701042  
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(1) The Directorate for Supply and Transportation supplied all the personnel for Operations Battalion (prov) with the Director of Supply and Transportation becoming the Battalion Commander of the Operations Battalion. The Operations Battalion consists of a Headquarters Detachment, four lettered companies, and two attached Engineers Detachments (67th and 68th). On 13 October 1969 the 67th and 68th Engineers Detachments were attached to the 109th Quartermaster Company (Aerial Delivery) by General Orders Number 14, US Army Depot, Cam Ranh, for all purposes.

(2) Companies D and E were formed from Company C Troop Command. Company C was formed from Company A Troop Command. Company F was formed from battalion overhead, S&T overhead, Stock Control, Unserviceable Property, Quality Control, and Transportation Management Divisions. Most of Company F personnel came from HHC Troop Command.

(3) On 8 November 1969, the Chief of Storage (LTC Charles Johnson) assumed command of the Operations Battalion. The decision to change Bn Commanders was based on the fact that the S&T Storage Division personnel make up approximately 75% of the battalion strength.

(4) Commensurate with reorganization establishing the Operations Battalion, Companies C, D and E were established in their respective permanent company areas with the exception of Company F. Billets for Company F required rehabilitation which was not completed until 22 December 1969. This rehabilitation was performed by Depot Facilities Division. This required 12,629 man hours of labor with a total cost estimated at \$7,000.

c. Within the Support Battalion, Company B was completely reorganized. The company was divided into three companies, based on the assigned duties and missions of the personnel concerned. Company A was formed out of those personnel assigned to the consolidated motor pool under the direct control of the Director of Services. A Property Disposal Company was formed out of those personnel assigned to the Property Disposal Division under the Director of Property Disposal. The remaining personnel assigned to B Company consisted of those personnel assigned to MHE, Depot Engineers, and the company overhead. Headquarters and Headquarters Company is comprised of personnel assigned to the Administrative Staff elements of the Depot. The other units making up the Support Battalion are the Security Guard Company, the 109th QM (AD) Company, and the 194th QM Det. The Director for Administration was appointed the additional duty of the Support Battalion Commander. This action reduced the size of each company, thereby affording better supervision, command, and control.

d. From 20 Nov 69 to 3 Dec 69, a 20' x 100' open shed type structure, with galvanized metal roofing was constructed to protect the dry cell

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battery storage reefers (Project Orange Ball). This protective covering provides shelter from both wind, sun, and rain. The construction was authorized and directed by the CG, 1st Log Cmd and required a total of 512 man hours and 28 equipment hours for completion of project.

e. On 21 Nov 69, the Facilities Division completed the 54th Group (GS) Class I yard with 1260 cy of gravel, 710 cy of laterite, 353 man hours, and 304 equipment hours. This project was assigned to the Depot Facilities Division by USAUSPCOM-CRB. Extensive flooding of the Class I yard occurred after each monsoon rain causing a loss of food through water damage. This project corrected the storage and drainage problems and provided an all-weather facility for the issue of Class I to units in the Cam Ranh Bay Area.

f. On 21 November 1969, a sentry guard from Security Guard Company was walking his post on a catwalk under the Myca Bridge, Cam Ranh Bay, when he heard an explosion in the water near his post. He then saw a boat approaching the Bridge from the North, and after hearing rifle shots coming from above him, aimed at the general direction of the boat, he also began to engage the target. Because of his actions a Vietnamese National was killed. To prevent another incident of this nature from happening again, the special orders of the guards were rewritten so that now the guards will not open fire unless fired upon, or will use his own judgement as to whether the situation warrants the need to open fire.

g. Specialist Larry E. Collins, Company F, while on duty as a convoy guard, was killed as a result of enemy action approximately 50 km east of Ban Me Thuot on 24 November 1969. This was the first casualty loss since depot personnel were assigned duty as convoy guards on 2 November 1969.

h. During November a Stromberg Datagraphic Customer Engineer Representative arrived at the depot and began check out of the micromation equipment.

(1) Formal instruction on the operation and use of the micromation viewer was conducted for representatives of Storage Division. The objective of the classes was to provide operators and supervisors with a working knowledge of the operations, functions, operator maintenance and cleaning of the micromation viewers.

(2) It was then discovered that all the drive belts in the Model 3500 printers had stretched from exposure to the sun while in open storage, thus making the printers inoperative. They were replaced and operations resumed.

(3) On 3 December 1969, a project officer was appointed to implement the Micromation System in this depot and the Director for Data Processing

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officially accepted the installation of the 4360 printer, D92 copier and D156 film processor from Stromberg Datagraphic.

(4) The first test film was exposed in the Micromation printer and processed in the developer and it was determined to be unacceptable since developer and fixer chemicals were damaged by exposure to the elements while in open storage. Since a good master film could not be produced the Kalvar Microfilm copier could not be set up and adjusted properly.

(5) On 5 December 1969, a new supply of chemicals was received from Long Binh Depot. A test film was printed and developed with satisfactory results. The contract engineer was then able to adjust the Kalvar Copier using the newly produced master film.

(6) The following day a problem was detected with the water supply for the D156 microfilm processor in that there was no automatic refill valve on the water tank. The water had to be turned on and off manually when the system was in use to prevent burning out the water pump. Also the heating element in the water heater was inadequate and needed to be replaced. A new demand valve was installed and a safety check valve on one of the lines was replaced. The system operated satisfactorily after the repairs.

(7) A liaison visit was made to the Long Binh Army Depot on 9 December and three days were spent studying their full implemented micromation system, with SOP's covering distribution and film retention schedules being obtained. Personnel at Long Binh Depot stated that a major problem is the adverse effects of dust and sand on the Model 1700 Microfilm viewers. Experience indicates they must be cleaned at least every other day.

(8) The first micromation production run was made on 31 December 1969, when program S212M Customer History Listing was produced. The listing consisted of six microfilm cassettes containing a total of 12,000 pages. On 1 January 1970, LFC McCreary, Director of S&T, accepted the S212M Customer History Listing and placed the first viewer in his Document Processing Branch.

(9) A meeting was held on 8 January 1970, in the Depot Classroom for the purpose of coordinating distribution of the viewers and viewer printers.

Upon completion of the meeting, the micromation viewers were distributed and the system was deemed completely operational.

1. The new MPTA for Unserviceable Property Division went into effect 29 November 1969. Significant organizational change was the increase in local national personnel from seven to thirty-five. At the present time,

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this activity is justifying the need for additional local national personnel. The major areas of concern are Packing and Crating Section and Disassembly Section. All sections of Unserviceable Property Division began a continuous cross-training program in job assignments due to the reduction of qualified personnel received in this command. Areas of concentration were established in receiving, inspecting, disassembly, classifying and packing and crating of equipment.

j. "Project Buddy" is the training of ARVN soldiers to perform functions now being done by US personnel. During the periods 23 Nov thru 12 Dec 1969, and 7 Jan thru 28 Jan 1970, a total of nine ARVN soldiers were trained in Care and Preservation (C&P) of Depot Stock. These ARVN soldiers received instruction in Care and Preservation techniques and methods of packaging. Then they actually performed the Care and Preservation Techniques they had learned. Some problems arose during these courses. The course was taught by Vinnell Corporation personnel, since they operate the C&P function in the Depot. Vinnell, however, was not obliged to do so by contract. At the beginning of the 7 Jan class, the Contract Officer Representative for the Depot stated that Vinnell would not conduct another class without a letter of instruction from Headquarters Support Command, Cam Ranh. Immediately such a letter was requested and provided by the Support Command's Project Buddy Officer. The situation was solved, however, we were informed by MACV that the Care and Preservation would be taught in Saigon.

k. Effective 1 December 1969, the Property Disposal Company (Prov) was organized per USASUPCOM-CRB General Order No. 351, and assigned to US Army Depot, Cam Ranh, with equipment and personnel provided by command assets. The newly organized unit was further attached to Support Battalion (Prov), US Army Depot, Cam Ranh. Due to the growth of this function and the expanding property disposal mission assigned by 1st Logistical Command, on 10 January 1970, a Directorate for Property Disposal was organized, and that function was removed from Directorate for Services, with the Director of Property Disposal assuming operational control over the Property Disposal Company. Major Richard A. Lohr assumed duties as Director.

l. US Army Depot Cam Ranh Special Order No. 149 dated 5 Dec 69 established a Work Standards Task Force consisting of two GS-12's for the purpose of establishing work standards for the Depot to the lowest level of supervision. Under the leadership of the Chief of Quality Assurance Office the Task Force has the mission of developing a work measurement program to define work units, implement a reporting system to collect workload data and to provide significant management information for the purpose of guiding supervisors in the utilization of available manpower.

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Phase I, program preparation and work unit definition has been completed. Phase II, approval and installation will follow. Phase III, the collection and analysis of workload data will be a continuing action coupled with constant refinement of work count.

m. On 5 Dec 1969 Security Guard Company underwent an annual general inspection, conducted by the Inspector General, US Army Support Command, Cam Ranh Bay. The company achieved a satisfactory rating. This was the first AGI that the company has received since its activation on 1 Sep 1968.

n. The PX Snack Bar, a 12' x 35' portacamp, was located within the depot and placed in operation on 9 Dec 69. Total man hours expended on this project were 756, along with 26 equipment hours. This project has resulted in a convenience to the personnel of the depot as well as a boost to morale. Prior to this relocation and installation there were no such facilities for the nearly 1750 personnel of the depot to utilize.

o. Four of the six companies assigned to Support Battalion (Prov) underwent annual 1st Log Command Maintenance Management Inspections (CMMI), HHC on 15 Dec 69, A Co on 16 Dec 69, B Co on 18 Dec 69 and Security Guard Company on 8 Jan 70. All companies inspected received a satisfactory rating. The satisfactory rating is attributed directly to the continuous and systematic preventive maintenance program within the Bn, i.e., daily motor stables, weekly technical inspections and scheduled preventive maintenance overhauls and constant supervision at all echelons of command and staff. CMMI were held in the Operations Battalion (Prov) on the following dates: 16 Dec 69 in Company D, 17 Dec 69 in Company C, 4 Jan 70 in Company E, 4 Jan 70 in Company F. The following results were reported in Material and Maintenance Management Operations, respectively: Company D, 87 and 84; Company C, 79 and 75; Company F, 50 and 72; and Company E, 61 and 88. The inspections were conducted by the 1st Logistical Command CMMI Team. The companies scoring below 70 will be reinspected in the deficient areas within 60 days of the first inspection.

p. During the reporting period, the 109th QM Company (AD) participated in and prepared 265.4 short tons of supplies and equipment for air operations. During the month of Dec 1969, the unit rigged eight low-altitude parachute extraction system missions consisting of 154.27 short tons of Class III supplies. The purpose of this operation was to resupply helicopter fueling points and to test the LAPES program in a tactical situation. There have been malfunctions in four of these eight missions, resulting in significant loss of cargo. The malfunctions were not attributed to rigger error, but to the lack of full development of this now standard system.

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q. From 15 Dec to 31 Dec 69 the Construction Equipment Branch constructed the vehicle park expansion, a 100' x 400' area of stabilized laterite 12" deep on the northeast corner of the depot. A total of 239 man hours and 230 equipment hours were expended. This project was required to provide additional storage space for the increased Class VII mission assigned by 1st Logistical Command.

r. During the months of December and January, sixteen military, DAC, and Computer Sciences Corporation personnel were involved in changing the 1960-1969 3SVN programs to accept the new date information for the 1970 decade for the Inventory Control Center and the three Army Depots. There were over 100 local and 3SVN programs changed during the project. A total of 372 hours 53 minutes of computer time was required in support of this project. The time provided was as follows:

	<u>FOR USAD, CR</u>	<u>FOR ICCV</u>
IBM 7010	166 hours 45 minutes	54 hours 2 minutes
IBM 1460	<u>123 hours 4 minutes</u>	<u>29 hours 2 minutes</u>
TOTAL	289 hours 49 minutes	83 hours 4 minutes

The decade change project was completed on 3 January 1970.

s. A project to relocate the Cam Ranh Bay Property Disposal activity (from old location at CP 0432, Ref maps 6832 IV/6833 III scale 1:50,000) to the RMK-BRJ complex (located at CP 0622 Ref above maps) was commenced this quarter. The new facilities will provide an excellent operating area and will greatly increase the efficiency and economical operation of PDO/CRB. This new area, as presently planned, will encompass 80 acres of open storage area and will utilize some of the existing covered storage and general purpose warehousing space which amounts to approximately 30,000 sq ft. The presence of a barge berthing facility in the complex will increase the marketability of the materiel by giving the purchaser an economical means of transporting the items purchased; in addition, the barge facility will provide for economical shipment of materiel generated into the PDO/CRB yard. The new yard, in contrast to the old yard, is located well inside the security perimeter and provides much better security facilities and means for safeguarding of government property against pilferage, damage and loss. Thusfar, this move to the new PDO yard at the RMK consists of preparing some 25 acres for open storage and is approximately 20% complete. All work is being done by the Facilities Division. Since 7 Jan 70 a total of 2455 man hours and 1143 equipment hours have been expended. Completion of this project is scheduled for 16 April 1970. Upon completion a total of 202,000 cy of sand will have been moved, 37,000 cy of rock and fill materiel hauled-in, graded, and compacted, and 1650 linear feet of five-coil concertina fence constructed. The road net will consist of 23' wide gravel roads.

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Rectangular scrap lots 100' x 300' will also be constructed with laterite and rock (New PDO Project layout shown at Inclosure #1).

t. Project "Count Always" - A cyclic inventory of depot stocks was initiated on 10 November 1969. It is scheduled to run through 28 February 1970, and is designed for verification and adjustment of the Availability Balance Files (ABF). This cyclic type inventory is divided into 16 inventory lots with each lot consisting of a group of consecutive Federal Supply Classes (FSC) and including approximately 10,000 locations. The stock in each lot is put on freeze for a period of ten days, during which the inventory is conducted, reconciled and the results posted to the ABF. Throughout Project "Count Always" the two count inventory method is being employed.

u. A new serviceable retrograde staging area was set up on the west side of warehouses 80 and 83, and the AGI area. Staging of material in this area instead of at each individual warehouse and outside storage area will reduce processing time for shipping by approximately 50%.

v. A new Central Shipment Packaging Unit has been set up in warehouse 42. The new organization will receive, pack, consolidate, mark and stage material for transportation. This organization is scheduled to be completely operational and receiving material from all areas on the 4th of February. The material processed will consist of all small shipments that can be consolidated in Conex containers.

w. During the Quarter, training in the proper utilization of MHE, vehicle usage and the proper method of requisitioning additional equipment for specific operational areas was presented to 8 storage officers and 24 enlisted men. Improved management and utilization of resources has been noted in these areas.

x. Beginning 1 January 1970 the Unserviceable Property Division implemented the "Off-Line mechanization accounting system". This new accounting method provided improvements in the gains and losses of retrograded equipment as well as the management of a visible file. Although the accounting system is presently in its developmental stages, it has many advantages compared to the Availability Balance File presently in use. The new system can allow the activity to reduce its personnel in Stock Control Section, and acquire data for weekly and monthly reports much faster.

y. On 13 January 1970, Security Guard Company initiated courtesy physical security inspections on warehouses within the Cam Ranh Army Depot. The purpose of these inspections is to bring to the attention of

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the warehouse managers any significant physical security violations so that he may take action to prevent any possible pilfering, sabotage, or other possible means of destruction. Violations noted have been very minor in nature and in most cases were correctable on the spot. They include such things as loose paneling on sides of buildings and unused doors having locks on the outside of the building instead of the inside. The unit will continue to perform these inspections in the expectation that physical security of the Army Depot will increase and bring less possible loss of material from the depot.

(1) During the period 1 November 1969 to 31 January 1970 security guards on the two main entrances to the depot and the Local National Checkpoint confiscated approximately \$3,760 worth of pilfered material found trying to be smuggled out of the depot. Approximately 80% of these goods were confiscated at the LN Checkpoint on several occasions when a WAC Major was able to be at the station. In the previous quarter approximately \$16,990 was confiscated at the checkpoint when a WAC Major was at the checkpoint several times per week. It can only be estimated therefore, that if a WAC were present to check LN females going through the checkpoint on a regular basis, reduction of pilfering would save this depot a substantial dollar amount of goods now finding their way into the Black Market.

(2) On 16 Jan 1970 the Security Guard Company was assigned by HQ, USASUPCOM-CRB the additional mission of post security around Cam Ranh Village. The primary purpose of the mission is to prevent unauthorized persons from entering and exiting the village, both LN's, military and civilians. The village is a posted "off limits area".

z. To increase the effectiveness of depot operations it became apparent that there was a need for a central point for coordination of depot operations. In the past the depot day operations were coordinated by the appropriate key staff members while the night operations were supervised and activities coordinated by a skeleton staff of officers for each individual activity, e.g., storage, transportation, receiving, shipping, etc. Depot Headquarters operations was accomplished at night by the normal means of utilizing a company grade staff duty officer and staff duty NCO. In addition thereto, a Field Grade Officer of the Day was appointed to make periodic inspections throughout the depot during the night operations period. In order to provide one central area for coordination and receipt of emergency actions for all depot operations, a Depot Operation Center (DOC) was established on 17 January in the Depot Headquarters Building. The mission of the DOC is to receive,

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disseminate, and monitor emergency actions and a point of contact for coordinating activities pertaining to depot operations. The DOC is manned from 0630 - 1730 by the Depot Security, Plans and Operations officer and the Director for Supply and Transportation operations sergeant; from 1300 to 2400 by the operations control officer from S&T, an operations sergeant from SP&O, Staff Duty Officer and Staff Duty NCO; and from 2400 - 0630 by a Field Grade Duty Officer, Staff Duty Officer and Staff Duty NCO. The Staff Duty Officer, Staff Duty NCO and Field Grade Duty Officers are provided from a duty roster. During emergency conditions the DOC will be augmented by representatives from the various directorates, divisions and special staff as required.

aa. On 20 Jan 1970 the Quality Assurance Office and Quality Control Division of the Directorate for Supply and Transportation were consolidated into the Directorate for Quality Assurance with LTC Frederick V. Slocum assuming duties as Director. This reorganization was effected on a provisional basis with no change in the MTDA authorization. A manpower requirements change for higher headquarters approval is being prepared for submission. Concurrently, the directorate has initiated a program to upgrade the skills of local national typists in an effort to reduce the requirement for military personnel. No change in functions is anticipated other than realignment within the new organizational concept.

bb. On 18 & 19 Jan 70 the nine My Ca Bridge searchlights were repaired and returned to full operation. The My Ca Bridge is the only link between Cam Ranh and the mainland. Forty-seven man hours and twenty-four equipment hours were expended in restoring these lights which are essential to security. Ten additional floodlights were added on 24 Jan 70 to aid in the approach corridor protection and defense with the expenditure of 60 man hours and 24 equipment hours. These nineteen floodlights provide improved security and bridge perimeter lighting.

cc. From 1 November 1969 to 31 January 1970 the depot met its assigned First Logistical Command Unserviceable Property Goals for each month during the quarter as follows:

Month	Goal	Shipped	Offered	Total
November	2000 s/t	3049 s/t	1220 s/t	4269 s/t
December	2000 s/t	1708 s/t	1032 s/t	2740 s/t
January	2000 s/t	1062 s/t	1369 s/t	2431 s/t

This equipment consisted of tractors, tanks, trucks and other equipment and was shipped to destinations including Okinawa, Taiwan, and the Continental United States. To improve the supply operations in the Unserviceable

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Property Division, a continuous research was made by branches of the activity to provide supply data to the customer units in fulfilling their combat needs; receiving credit for turn-in, and accounting for property retrograded.

dd. There were 2,190 reimbursable documents forwarded to Centralized Financial Management Agency (CFMA), USARPAC during the reporting period as compared to 1759 forwarded the previous period. The increase was due to the requirement from USARPAC, that all documentation representing an issue of supplies or services rendered to Free World Military Assistance Forces (FWMF) and Republic of Vietnam Armed Forces (RVNAF) will be forwarded to CFMA. Of the total documents forwarded, 737 represent FWMF issues.

<u>CLASS</u>	<u>DOLLAR VALUE</u>	<u>NO. REQUISITIONS</u>
II & IV	\$ 1,547,697.54	1,184
INDUSTRIAL GAS	1,621.00	6

ee. Secondary Items Transactions Report (SIT), initiated in October 1969, is a financial accounting of all supply transactions occurring within the depot, reporting on a monthly basis to CG, 1st Log Command the dollar value of transactions occurring within specific material categories. It is used as a management tool to indicate trends, variations, deviations from forecasts and major areas of deficiencies. When problem areas are indicated, corrective action is initiated and a narrative analysis is prepared with the report providing information regarding causes of the problem, actions taken to correct and estimated date of resolution of the problem.

ff. Milk Plant Activities. Meadow Gold Dairy, CRB, continued to meet its production requirements with good, veterinarian approved products. Following is a comparison of 1st and 2nd quarter FY 1970 production:

<u>COMMODITY</u>	<u>1st Qtr FY 70</u>	<u>2nd Qtr FY 70</u>
White Milk	2,457,399 Qts	4,343,082 Qts
Chocolate Milk	987,549 Qts	1,610,002 Qts
Egg Nog	(holiday item) 0	54,789 Qts
Ice Cream	162,987 Gals	96,114 Gals
Cottage Cheese	214,240 Lbs	203,655 Lbs

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gg. Furnishing building materials to ARVN and Popular Forces Dependent Housing project began in March 1969. Difficulties with transportation delivery of materials for this project occurred. Use of an improper unit identification code on the material release document caused errors to be made in delivery. Corrective action was taken to ship the materials to Logistical Support Activities located near the housing projects. This ensures delivery and consolidation of materials for the Project Area Advisor.

hh. Freighter Cargo is the project name for supply and storage of packing, packaging, preservation materials and tools needed by inactivating and redeploying units to pack and preserve equipment being turned in to the depot or retrograded to Okinawa. The project began in February 1969. A listing of item requirements and quantity required to be stored is furnished to Stock Control Division, Storage Division, Central Receiving and the Engineer Construction Material Yard. A special segregated storage area has been designated in the Engineer Yards for these materials and as these items are identified and/or received in depot they are moved to the Engineer Yards. It is estimated that 30% of the items on the Freighter Cargo listing are in the segregated locations. A report is furnished monthly to the USAICGV of items and quantities in the yards and earmarked in the ABF in purple/sub-purpose code X/CR. This is a special ABF accounting code for Freighter Cargo materials. From this report the USAICGV can tell what items are not on hand and take appropriate supply action to bring the materials into depot stock. The incoming materials are project coded for easy identification. Central Receiving forwards the materials to the Engineer Yards. In early phases of redeploying operations, USAICGV forwards supply directives to the depot, releasing required materials from the X/CR account to inactivating units. This project ensures the availability of packing materials on a long range basis. The depot requirement is a 30 day supply, 2nd Log Comd, 30 day supply; and CONUS, 30 day supply.

ii. Tonnage shipped by highway has continued to fluctuate from the last quarter. The following statistics indicate that November was a significant month due to the fact that increased enemy activity in the Ban Me Thout area required responsive resupply on the part of depot. This was accomplished and urgent requirements were met. The following figures represent short tons shipped by highway.

Aug	Sep	Oct	Nov	Dec	Jan
9295	7289	6974	11367	11332	6174

jj. The figures given below indicate the number of Conexes repaired by the contract Conex Repair facility. This facility first went into operation in July 69 and a significant increase in productivity can be noted due to the fact that contractor personnel working in the yard are now thoroughly familiar with required working procedures.

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Aug	Sep	Oct	Nov	Dec	Jan
105	180	225	345	405	300

kk. Depot Facilities is working on a continuous Maintenance Project entitled "Task Force Delta". Task Force Delta consists of 4 enlisted men and 12 Local Nationals who are engaged in repairs and maintenance of roads, ditches and culverts throughout the depot and the battalion areas. They are augmented by heavy equipment as required. This maintenance project was essential during the intensive rains of the monsoon season to guarantee no interruption to the depot's vital mission. During this reporting period a total of 1,607 man hours and 625 equipment hours were expended on this project. Task Force Delta averted several washouts and prevented considerable flood damage. It will continue to be employed as required.

ll. Key Personnel Changes: LTC Walter L. Davis, Dir/S&T, departed for CONUS on 10 November 1969. LTC Frederick W. Knoebel, Deputy Depot Commander, USAD-CR, assumed additional duty as Dir/S&T until the arrival of present Director, LTC John J. McCrory on 5 December 1969. SGM Marlin L. Cogar assumed duties of SGM Dir/S&T on 7 November 1969 vice SGM Don C. Sincin, who became Bn SGM, HQ Operations Bn (Prov). John C. Davidson, DAC, GS-12, reassigned from duties as Dir/Mgt to duties in Depot Work Standards Task Force on 24 November 1969. LTC George W. McClure, Jr. assumed duties as Chief, Depot Operations Control Office on 26 December 1969. LTC Lois M. Steelman was assigned duties as Director for Management on 29 December 1969. LTC Knoebel, Deputy Depot Commander, departed on 3 January 1970 for assignment at HQ USAREUR, and was replaced by LTC John A. Grubbs on 28 January 1970. Earl A. Russell, DAC GS-12, Depot Safety Officer, was reassigned to Americal Division on 17 January 1970. LTC William J. Nelson assumed duties as Chief, Stock Control Division on 27 January 1970 from LTC William C. Coate who departed on 31 January 1970 for assignment at HQ USAFV.

lm. Strength at the beginning of the period was 2091 military, 35 DAC, and 902 LN. At the end of the period the strength was 1929 military, 39 DAC, and 875 LN.

### 2. Lessons Learned: Commander's Observations, Evaluations and Recommendations

#### a. Personnel.

##### (1) Reenlistments.

(a) OBSERVATION: The reenlistment program established within the battalions was highly successful during the quarter.

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AVCA CEB-D-MGT

12 February 1970

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(b) EVALUATION: The reenlistment program established within the battalions went into high gear to exceed the quota established. The Bn and company career counselors stressed the option of taking a reenlistment leave and being home with loved ones for the holidays during their counseling sessions. Problems do exist in taking reenlistment leave, space available transportation and low priority status.

(c) RECOMMENDATION: That each command make use of this option during the next holiday season and that personnel taking reenlistment leave be given the same priority as those personnel who extend their FST.

b. Intelligence. None.

c. Operations.

(1) Administrative Problems within Provisional Units.

(a) OBSERVATION: Establishment of provisional units has created many administrative problems.

(b) EVALUATION: Since the organization of provisional units from "Troop Command" considerable difficulty has been experienced in personnel accounting, positive identification of personnel and in records maintenance and financial services. Provisional units are required to submit feeder morning reports, maintain an additional set of personnel data cards, thus, adding to administrative workload.

(c) RECOMMENDATION: That unit identification codes (UIC) be issued when provisional units are organized.

(2) Management and Visibility of Collection, Classification and Salvage Unserviceables.

(a) OBSERVATION: The Unserviceable Property Division's assets were being accounted on the Availability Balance File (ABF) with all assets of Cam Ranh Army Depot. It created significant problems for reporting data pertaining to selected items of retrograde equipment and closed loop code items. Without a separate record for unserviceable property, an accurate accountability of property could not be received by Inventory Control Center, Vietnam.

(b) EVALUATION: The newly established off-line mechanized accounting system will provide necessary information for reports to higher headquarters faster. This activity will be able to expedite shipment of retrograde items.

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AMDA FORM 101

12 February 1970

SUBJECT: Operational Report-Lessons Learned US Army Depot Can Ranh  
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(c) RECOMMENDATIONS: None.

(3) Invalid Stock Numbers

(a) OBSERVATION: Currently invalid Federal Stock Numbers (FSN's) are causing a problem at this activity in that the information being forwarded to Data Processing Division is being rejected, i.e., FSN's are not on the Army Master Data File (AMDF).

(b) EVALUATION: This situation contributes to Locator and ABF inaccuracies as well as denying material to our customers. Contributing factors to this situation include: obsolete or old FSN's; errors in transposing to the FSN from shipping vouchers onto keypunch cards; and failure to record new FSN's when changes occur. A system is currently being studied to verify all invalid FSN's being rejected by Data Processing Division. FSN/Location cards for all invalid FSN's are distributed to warehouses to physically match the FSN on the container with the FSN/Location Card. Where required, containers are opened and contents are checked for current FSN or MFG Part Number by identification of warehouse personnel. To date 44% of invalid FSN's have been verified, (error in transposing one or two digits units in FSN). FSN's which are currently being transposed are being pointed out to personnel and accuracy in FSN is being stressed to operating personnel.

(c) RECOMMENDATION: None.

(4) Project Edit/Priority II

(a) OBSERVATION: This project, aimed at insuring that requisitions carry the proper priority according to class of material ordered, has continued to result in a reduced level of high priority requisitions.

(b) EVALUATION: Requisitions are visually edited by personnel in Document Processing Branch, Stock Control Division, Directorate of Supply and Transportation. For priority abuse, before forwarding to Key punch Section and Data Processing. Requisitions violating the issue priority system are returned to the requisitioner with a letter detailing the violation and advising which Federal Stock Classes cannot be requisitioned on priorities 0 through 08. Also, the computer system is programmed to reject these priorities for the classes of material affected.

(c) RECOMMENDATION: Continued education of Depot customers through the Depot Newsletter and through command channels, on the priority system.

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(5) Keystone Cardinal and Bluejay

(a) OBSERVATION: Two important lessons were learned from the Keystone Cardinal operation and were applied to the subsequent Keystone Bluejay project. The lessons involve identifying Keystone Depot stock items and planning for Keystone items in transient to depot.

(b) EVALUATION: In the first instance, under Keystone Bluejay, it is now mandatory that the items accepted by the depot, which are turned in by inactivating units, as ordered, are physically separated from regular depot stock, although stored in the same area. In the second instance, planning for space and preparation of paperwork is now done in advance, under Keystone Bluejay, because inventories of equipment to be turned in is now furnished to the depot. The separation of Keystone items from other stock is a requirement outlined in a Standard Operating Procedure (SOP) emanating from Director of Supply and Transportation and the inventory list is furnished as a result of intensive coordination by the depot project officer with USASUPCOM CRB. Since Keystone items consist of items that have been used, care must be exercised in the issue of these items. Issue directives are made by USARV by specific registration or serial number and to specific units. Physical separation of these items was learned to be a "must". To aid in identification of the Keystone items, the Depot project officer incorporated a requirement in the SOP for a special tag to be affixed on each Keystone item. The tag furnishes the following data: Keystone code, receipt document number, FSN, registration or serial number, processing point number, nomenclature and condition code. Additionally, with the inventory of incoming items, Storage Division, Central Receiving, Unserviceable Property Division and Stock Control Division personnel can accomplish adequate planning for space and prepare paperwork and documentation in advance of receiving the materials and equipment.

(c) RECOMMENDATION: That our tagging system be studied for possible adoption and use by other depots.

(6) Use of Project FILL in lieu of a Daily Critical Items List

(a) OBSERVATION: A daily status was formerly furnished to the Commander of Cam Ranh Bay USASUPCOM for each of ten items determined to be critical by USASUPCOM. Because of the lack of constructive results in this daily exercise, and through an evaluation of other reports being made along the same lines, the Daily Critical Items Report was discontinued and more emphasis placed on Project FILL, which is explained below.

(b) EVALUATION: The Daily Critical Items list was made by USASUPCOM from nominations from the Direct Support Units and the depot. The list consisted of items in short supply with numerous back orders and a

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requesting being objective with a zero on hand balance. The depot was required to report daily to USAISUPCOM on the supply status of these items. A message was also sent to the USAICCV advising of the criticality of the items and requesting supply action to fill the shortages. Since other similar reports were being forwarded, advising all concerned of stock shortages, an analysis of the other reports pointed to Project FILL as a better tool for getting materials in short supply furnished to the depot. The USAICCV and the USAISUPCOM CRB agreed. Project FILL began in Nov 1968. Under requirements of the project, the Direct Support Units report their shortages to the depot. The depot fills the shortages from available depot stock or passes the list of shortages to the USAICCV in a monthly report along with depot shortages. The USAICCV fills the depot and DSU shortages from stock in country or requisitions from CONUS.

(c) RECOMMENDATION: Continued use of, and increased emphasis on the importance of Project FILL by the DSU, the depot, USAISUPCOM and USAICCV.

### (7) Program changes for 1970 decade

(a) OBSERVATION: The changes necessary to modify the 1960-1969 3SWN Programs to accept the new date information for the 1970 decade required considerable computer time for compiling, testing and debug-ging of the new programs.

(b) EVALUATION: The time required to complete this project was originally estimated at 3 months by the project officer at the Inventory Control Center. However, a change in the plan for the updating of the 3SWN System to version 30 of the standard 3S System necessitated an extensive change to the original time schedule for completion of this project. Only through intensive management by objective it was possible to complete this project and provide the required computer and personnel support while continuing to meet the normal Combat Support Mission requirements of the US Army Depot, Cam Ranh.

(c) RECOMMENDATION: Future planning of data processing operations of this magnitude should incorporate adequate flexibility and contingency plans to enable timely completion of the project without disrupting the normal Combat Support Mission of the depot.

### (8) Material Confiscation

(a) OBSERVATION: It is clearly evident that all personnel, both military and Local National, should be checked before leaving depot, to prevent pilfering and confiscation.

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(b) EVALUATION: The inability to have a WAC present at the LN checkpoint to search females on a regular basis has resulted in a decrease of confiscated goods.

(c) RECOMMENDATION: That WAC personnel be stationed at the LN checkpoint to search female LN personnel on a regular basis.

(9) Supply of Pre-fabricated Pallet Kits

(a) OBSERVATION: A critically short supply of pre-fabricated pallet kits, and/or sized lumber required to construct pallets occurs at this depot on occasion.

(b) EVALUATION: In order to conserve lumber on hand, the Box Pallet activity at this depot intensified their efforts towards recovering, reclaiming and salvaging pallets, and/or portions of reusable lumber from the static inventory of its using agencies. In addition, large quantities of scrap lumber have been thoroughly screened out and any reusable pallet sized lumber recovered at a nominal labor cost (utilizing LN labor). The sources of scrap lumber and the areas screened were the GRAD shipping, receiving, and storage complexes, ship dunnage yards, PDO, garbage/burning pits and the various building and construction sites located on CRB peninsula. This reclaimed lumber was then reworked in order to fulfill immediate requirements for pallets and boxes. This reclamation of scrap lumber will continue to be an area of intensified management and follow-up action and any cost savings reports will be submitted as required.

(c) RECOMMENDATION: Suggest other in-country depots initiate and/or renew their efforts towards reclaiming all reusable lumber that can economically be recovered and reworked into the small sizes which are required in fabricating boxes and pallets utilized in depot operations.

(10) Repairing Damage to Water Tank

(a) OBSERVATION: Overfilling of the 4200 gallon, potable water tank on Cage Hill, the Senior Officer's billeting area located within the depot, resulted in permanent deformation of the bolted steel plates, making it unserviceable.

(b) EVALUATION: On 15 Dec 69 the 4200 gallon, bolted steel potable water tank was apparently overfilled by a 5000 gallon tanker truck resulting in deformation of its plates. Several leaks developed in the tank,

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causing a loss of all water in less than 6 hours rendering it ineffective for water storage. Overfilling resulted from the lack of a sufficiently large vent hole in the tank. The existing vent hole located in the tank top was only 2" in diameter whereas the inlet was 3" in diameter. It appeared that replacement with a new tank costing \$1627.00 would be necessary. Further consideration of the problem indicated that a concrete slab might seal the major leaks in the tank bottom. This was accomplished by removing a side plate through which workmen entered the tank, hoisting concrete aloft with buckets and rope, and placing the mix 4" deep inside the tank. Caulking compound was then applied to seal the hairline crack between the concrete and steel tank walls. An epoxy compound was applied to all external joints and allowed to seal. A new 3" diameter vent hole was opened in the tank top. The tank was then filled and has been in operation since with essentially no leakage. Total cost was \$21.00 for materials and 120 manhours (troop labor) were expended.

(c) **RECOMMENDATION:** It is recommended that all water storage tanks have vent holes equal in diameter to the maximum possible inlet water line diameter to preclude overfilling and permanently damaging the tanks. Should such damage occur, it is recommended that the concrete slab and sealing compound technique described above be employed to stop leakage.

- d. **Organization:** None.
- e. **Training:** None.
- f. **Logistics:** None.
- g. **Communications:** None.
- h. **Material:** None.
- i. **Other:** None.

TEL: 967-2008

### Inclosures

- 1. PCO Project
- 2. Distinguished Visitors
- 3. Organizational Chart
- 4. Awards and Decorations
- 5. Recruitment Rates
- 6. Promotions
- 7. Special Cases Material
- 8. ~~Supervisors and AR 635-2-2~~
- 9. ~~-----~~

Incl 2, 4-9 wd HQ DA

*Samuel C. Kemp, Jr.*  
SAMUEL C. KEMP, JR.  
Colonel, Ordnance Corps  
Commanding

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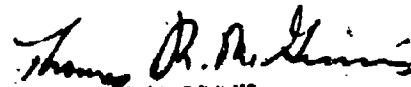
AVCA CRB-GO-O (12 Feb 70) 1st Ind  
SUBJECT: Operational Report-Lessons Learned, US Army Depot, Cam Ranh  
Period Ending 31 January 1970, RCS CSFGR-65 (R-2)

DA, Headquarters, US Army Support Command, Cam Ranh Bay, APO 96312 1 6 MAR 1970

TO: Commanding General, 1st Logistical Command, ATTN: AVCA GO-MH,  
APO 96384

1. The Operational Report-Lessons Learned submitted by the US Army Depot, Cam Ranh for the quarterly period ending 31 January 1970 is forwarded.
2. This headquarters concurs with basic report. This report is considered adequate.

FOR THE COMMANDER:

  
THOMAS M. MCGINNIS  
1LT, AGC  
Asst AG

CF: CO, US Army Depot, Cam Ranh

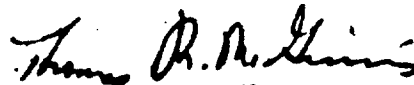
AVCA CRB-GO-O (12 Feb 70) 1st Ind  
SUBJECT: Operational Report-Lessons Learned, US Army Depot, Cam Ranh  
Period Ending 31 January 1970, RCS CSFOR-65 (R-2)

DA, Headquarters, US Army Support Command, Cam Ranh Bay, APO 96312 1 6 MAR 1970

TO: Commanding General, 1st Logistical Command, ATTN: AVCA GO-MH,  
APO 96384

1. The Operational Report-Lessons Learned submitted by the US Army Depot, Cam Ranh for the quarterly period ending 31 January 1970 is forwarded.
2. This headquarters concurs with basic report. This report is considered adequate.

FOR THE COMMANDER:

  
THOMAS M. MCGINNIS  
1LT, AGC  
Asst AG

CF: CO, US Army Depot, Cam Ranh

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AVCA GJ-MH (12 Feb 70) 2nd Ind

SUBJECT: Operational Report - Lessons Learned of the US Army Depot, Cam Ranh Bay for period ending 31 Jan 70 RCS CSFOR-65 (R2)(U)

DA, Headquarters, 1st Logistical Command, APO 96384 1 APR 1970

TO: Commanding General, United States Army, Vietnam, ATTN: AVHGC-DST,  
APO 96375

1. The Operational Report - Lessons Learned submitted by Headquarters, US Army Depot, Cam Ranh Bay for the quarterly period ending 31 January 1970 is forwarded.

2. Pertinent comments follow:

a. Reference item concerning reenlistments, page 13, paragraph 2a(1). Concur. This option was stressed by all support commands during the holiday season with considerable success. The problem of space available transportation for reenlistment leave has been discussed with HQ, USARV Reenlistment and a formal recommendation has been made for space required priority transportation for reenlistment leaves. This recommendation is being staffed at the present time.

b. Reference item concerning administrative problems within provisional units, page 14, paragraph 2c(1). Nonconcur. All USAD, CRB personnel are authorized under one TDA, and one morning report is submitted for the entire depot. The provisions of AR 630-1 are clear and sufficient to provide for personnel accounting. Any provisional reorganization within the depot is internal and will have no impact upon the morning reporting procedures. No need exists for separate UIC for units formed internally within the depot.

c. Reference item concerning Keystone Cardinal and Keystone Bluejay, page 16, paragraph 2c(5). Concur. This concept certainly has merit for a small Keystone operation in which items are processed under an off-line depot account. However, in larger operations, such as at Qui Nhon and Long Binh, this system is not utilized because of volume of equipment handled and the non-utilization of the depot off-line account. This headquarters is taking this recommendation under advisement for possible future adoption as workload and procedures would dictate.

d. Reference item concerning Project Fill, page 16, paragraph 2c(6). Concur. Project Fill has been given command emphasis at all levels.

e. Reference item concerning program changes for the 1970 decade, page 17, paragraph 2c(7). Concur. At the present time the USAICCV is charged with planning for such ADPS changes (paragraphs 5d and 6b(2)(b) LC Reg 18-1). However, significant changes are planned in the organization structure for data processing including the establishment of a Logistics Data Service Center independent of USAICCV. The mission of such Logistics Data Service Center will include planning for ADPS. It is envisioned that separating ADPS service from the primary user of such service will result in improvements including planning. The planned structure also conforms to the ADPS organization guidance contained in AR 18-1.

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AVCA CO-MH (12 Feb 70) 2nd Ind

SUBJECT: Operational Report - Lessons Learned of the US Army Depot, Cam Ranh Bay for period ending 31 Jan 70 RCS CSFOR-65 (R2)(U) <sup>1 APR 1970</sup>

f. Reference item concerning material confiscation, page 17, paragraph 2c(8). Concur. This headquarters has previously attempted to acquire WAC personnel on a regular basis to search LN females at the checkpoints in Cam Ranh Bay. Recommend re-evaluation by higher headquarters.

g. Reference item concerning pre-fabricated pallet kits page 18, paragraph 2c(9). Concur. With the increase of retrograde supplies and shortage of lumber at all depot retrograde processing facilities, the need to reclaim all serviceable lumber is mandatory. A message to all depots re-emphasizing their efforts towards reclaiming all reusable lumber is forthcoming.

h. Reference item concerning repairing damage to water tank, page 18, paragraph 2c(10). Concur. Failure of the tank occurred because the operator filled the tank too fast, resulting in a large pressure head that ruptured the tank. Increasing the size of the vent hole will not prevent overflow but should prevent a large pressure head being built up in the tank. Recommend that the design of water tanks be checked and modified as required to preclude rupturing due to pressure and that operators be instructed to fill tanks correctly.

3. Concur with the basic report as modified by this and previous indorsement.

FOR THE COMMANDER:

TEL: LBN 4862

*M. E. CLARK*  
M. E. CLARK  
CPT, AGC  
Asst AG

CF:  
USASUPCOM, CRB  
USAD, CRB

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AVHCC-DOT (19 Feb 70) 3d Ind  
SUBJECT: Operational Report - Lessons Learned Headquarters US Army  
Depot, Can Ranh Bay for period ending 31 January 1970, RCS  
CSFCh-65 (R2)(U)

Headquarters, United States Army, Vietnam, APO San Francisco 96375 08 JUN 1970

TO: Commander in Chief, United States Army, Pacific, ATTN: GPOP-DT,  
APO 96558

1. This headquarters has reviewed the Operational Report-Lessons Learned for the quarterly period ending 31 January 1970 from Headquarters, US Army Depot, Can Ranh Bay and comments of indorsing headquarters.

2. Reference item concerning "Program Changes for 1970 Decade", page 17, paragraph c(7): concur. Planning for extensive program modifications such as decade changes must be accomplished sufficiently in advance to preclude unnecessary interruptions and turnover in daily operating function. No action by DA or USARPAC is recommended.

FOR THE COMMANDER:



Clark W. Stevens Jr.  
Captain AGC  
Assistant Adjutant General

Cy furn:  
1st Log Comd  
US Army Depot, Can Ranh Bay

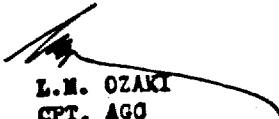
GPOP-DT (12 Feb 70) 4th Ind (U)  
SUBJECT: Operational Report of HQ, US Army Depot, Cam Ranh Bay for  
Period Ending 31 January 1970, RCS CSFOR-65 (R2) (U)

HQ, US Army, Pacific, APO San Francisco 96558 17 JUL 70

TO: Assistant Chief of Staff for Force Development, Department of the  
Army, Washington, D. C. 20310

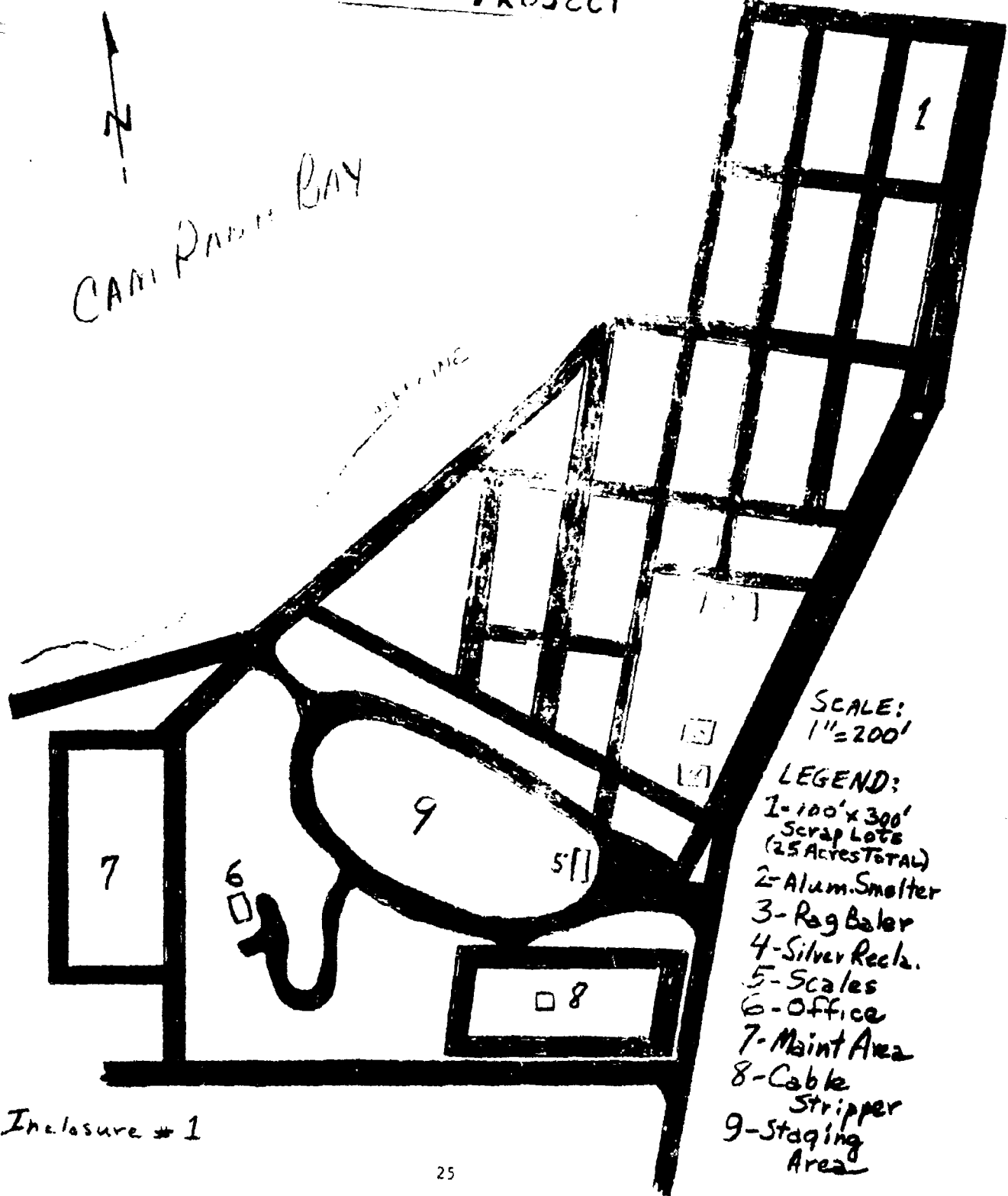
1. This headquarters concurs in subject report as indorsed except as indicated in the following paragraph.
2. Reference paragraph 2c(8), page 17: The use of WAC personnel for this function exposes WAC personnel to a possible violent situation. The use of indigenous female personnel from the Women's Armed Forces Corps or the National Police is recommended. The language capability of Vietnamese personnel plus their familiarity with the local dress paraphernalia makes for a more efficient and expeditious accomplishment of the searching of LN female personnel.

FOR THE COMMANDER IN CHIEF:

  
L.M. OZAKI  
CPT, AGO  
Asst AG

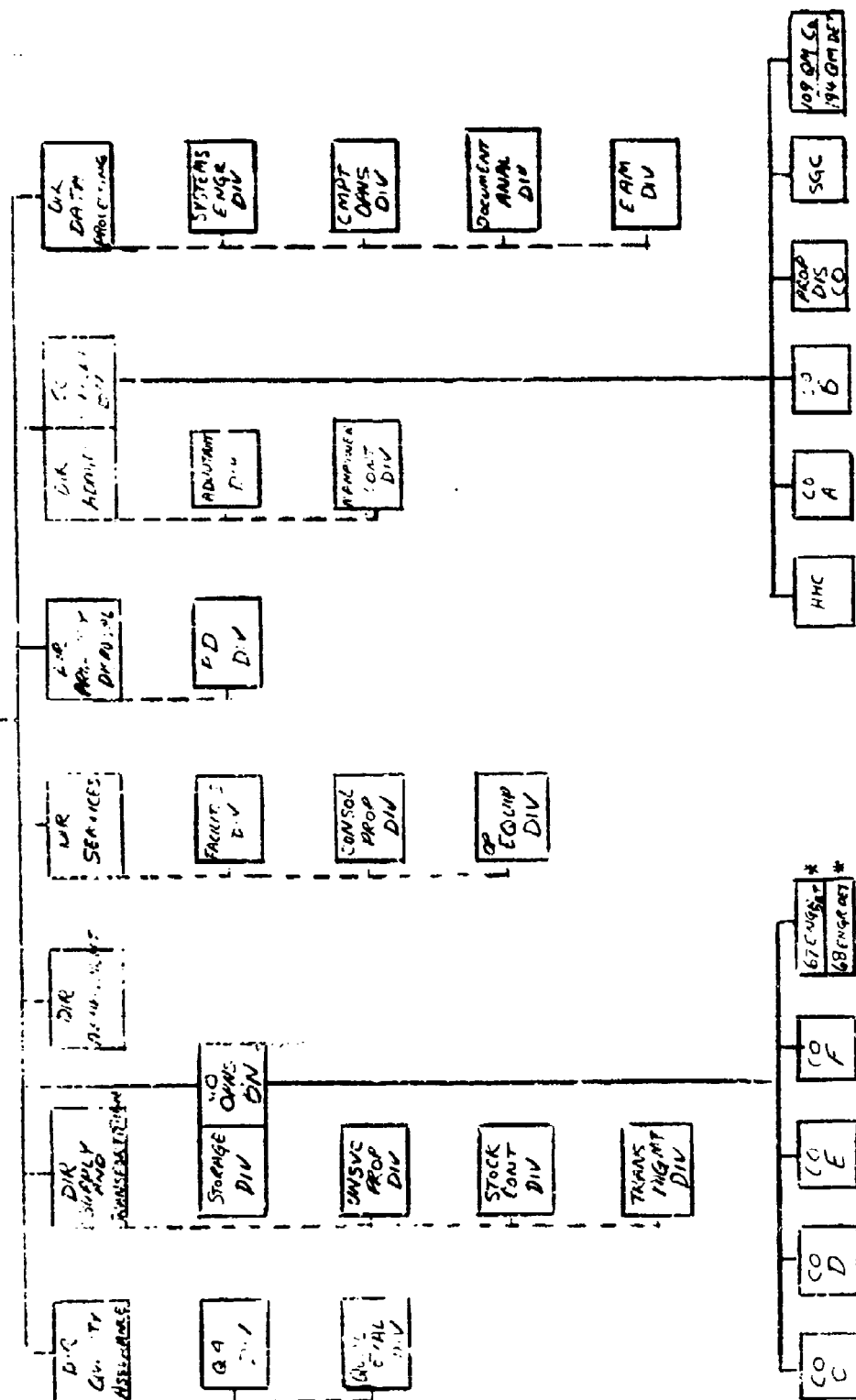
Cy furn:  
CG USARV

# PDO PROJECT



Inclusion # 1

SPECIAL	NEW	NEW
	NEW	NEW



**\* ATTACHED UNITS**

----- OPERATIONAL CONTROL

Comp. 10

HS OF DATE: 31 JAN 70

INCLOSURE #3



UNCLASSIFIED

Security Classification

## DOCUMENT CONTROL DATA - R &amp; D

(Security classification of title, body of abstract and indexing annotation must be entered when the overall report is classified)

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Operational Report - Lessons Learned, HQ, US Army Depot		4	
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Experiences of unit engaged in counterinsurgency operations,			
5. AUTHOR(S) (First name, middle initial, last name)			
HQ, US Army Depot			
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d.			
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11. SUPPLEMENTARY NOTES		12. SPONSORING MILITARY ACTIVITY	
N/A		OACSFOR, DA, Washington, D.C. 20310	
13. ABSTRACT			

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